BANU SAATÇİ

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Research Interests

Organization theory; the future of work, skills, and skill formation; generative AI and expertise; responsible management and Industry 5.0; craft, technology, and sustainable organizing; precarious and platform-governed work.

Employment

Postdoctoral Researcher, University of Milan, Italy — 2023 – present
Department of Economics, Management and Quantitative Methods
Horizon Europe Up-Skill Project
– Lead author of the project's flagship deliverable on future skills (D4.4), synthesizing all ten company cases
– Qualitative analysis of the Milan team's fieldwork in five Italian craft firms; Milan team led one of the project's work packages
– Contributed to preparing a follow-up Horizon Europe proposal

PhD Fellow, Aarhus University, Denmark — 2017 – 2020
Department of Digital Design and Information Studies
Co-funded by Microsoft Research Cambridge
– Ethnographic fieldwork on hybrid meetings in two global technology companies (Denmark and UK), including participant observation and semi-structured interviews (CollabTech '19)
– Video analysis of recorded meetings using ethnomethodology and conversation analysis (JCSCW '20, Best Paper Award)
– Co-developed the hybrid-meeting prototype MirrorBlender and evaluated it through design-based and experimental methods (CHI '21)

Education

PhD, ICT, Media, Communication & Journalism, Aarhus University, Denmark — 2017 – 2022
Dissertation: "(Re)Configuring Hybrid Meetings: Towards Inclusive Hybrid Meetings with a Meeting-Centered Design Approach"

Post-master's Certificate, Smart Community Design and Management, University of Trento, Italy — 2015 – 2016

MA, Sociology (High Honors), Istanbul Şehir University, Turkey — 2012 – 2015

BA, Sociology (Honors), Boğaziçi University, Turkey — 2008 – 2012

Research Visits

Warwick Institute for Employment Research, University of Warwick, UK — Oct 2025

Human Experience & Design Group, Microsoft Research, Cambridge, UK — Jul – Sep 2019

Smart Community Lab, Fondazione Bruno Kessler, Trento, Italy — Feb – Jun 2016

Migration Research Center, Koç University, Istanbul, Turkey — Jul – Aug 2012

Publications

Saatçi, B., Ivory, C., & Toraldo, M.L. (2026). "Spot New Tech Skills Emerging From the Workforce." *MIT Sloan Management Review*, *68*(1), 49–53. [link]

Marcolin, A., **Saatçi, B.**, Toraldo, M.L., & Land, C. (2025). "Leisure, Hustle and Career: Informal Skills Acquisition in Accordion Repairing." *Management Learning*. Advance online publication. [link]

Grønbæk, J.E., **Saatçi, B.**, Griggio, C.F., & Klokmose, C.N. (2021). "MirrorBlender: Supporting Hybrid Meetings with a Malleable Video-Conferencing System." In *Proceedings of the 2021 CHI Conference on Human Factors in Computing Systems (CHI '21)* (pp. 1–13). ACM. [link]

Saatçi, B., Akyüz, K., Rintel, S., & Klokmose, C.N. (2020). "(Re)Configuring Hybrid Meetings: Moving from User-Centered Design to Meeting-Centered Design." *Computer Supported Cooperative Work (CSCW)*, *29*(6), 769–794. [link]

Saatçi, B., Rädle, R., Rintel, S., O'Hara, K., & Klokmose, C.N. (2019). "Hybrid Meetings in the Modern Workplace: Stories of Success and Failure." In *Collaboration Technologies and Social Computing (CRIWG+CollabTech 2019)*, Lecture Notes in Computer Science, Vol. 11677 (pp. 45–61). Springer. [link]

Neumayr, T., **Saatçi, B.**, Augstein, M., Jetter, H.C., Klokmose, C.N., Anderst-Kotsis, G., & Rintel, S. (2019). "Hybrid Collaboration—Moving Beyond Purely Co-Located or Remote Collaboration." In *Proceedings of the 17th European Conference on Computer-Supported Cooperative Work (ECSCW) – Workshops*. EUSSET. [link]

Saatçi, B., & Karakuş, E. (2015). "The Banalization and Legitimization of Hetero-Patriarchal Violence on Page 3: A Discourse Analysis of Online Turkish Newspapers." In J. Tomas & N. Epple (Eds.), *Sexuality, Oppression and Human Rights* (pp. 17–26). Brill. [link]

Working Papers

Saatçi, B., Toraldo, M.L., & Della Torre, E. "Crafted Futures: Imagined Roles of Technology and Sustainable Organizing in Italian Craft." (Revise and resubmit at *European Management Journal*)

Saatçi, B. & Addolorato, S. "Stratified Lifestyle Entrepreneurship in Group Fitness: Precarity, Passion and Platform-Governed Positions." (Revise and resubmit at *Organization Management Journal*)

Saatçi, B., Ivory, C., Land, C., Toraldo, M.L., & Warhurst, C. "From Skills Forecasting to Skills Emergence: A Process Model of How New Skills Come Into Being." (In preparation for *Academy of Management Review*)

Saatçi, B., Ivory, C., Toraldo, M.L., & Warhurst, C. "Stewarding Skills in Technological Change: Organising Responsibility as Situated Moral Practice." (In preparation for *Journal of Business Ethics*)

Saatçi, B. "Who Does the Grounding? Generative AI, Expertise and the Organization of Grounding Work." (In preparation for *Academy of Management Perspectives*)

Preprints

Neumayr, T., **Saatçi, B.**, Rintel, S., Klokmose, C.N., & Augstein, M. (2021). "What was Hybrid? A Systematic Review of Hybrid Collaboration and Meetings Research." arXiv preprint arXiv:2111.06172. [link]

Reports

Saatçi, B., Marcolin, A., & Toraldo, M.L. (2025). "Future Skills Training Content." Up-Skill Project Deliverable D4.4, Horizon Europe (Grant No. 101070666). Zenodo. [link]

Teaching

University of Milan

Project Management and Innovation in the Era of Big Data, Graduate Course, Guest Lecturer — 2024 – 2026
Organizational Transformation and Change, Graduate Course, Guest Lecturer — 2025

Aarhus University

System Development, Undergraduate & Graduate Course, Primary Lecturer — 2019
System Development, Undergraduate & Graduate Course, Guest Lecturer — 2018

Istanbul Şehir University

Understanding Society and Culture, Undergraduate Course, Teaching Assistant — 2012 – 2013

Talks and Conferences

2026 **BIG.AI@MIT, Cambridge, MA, USA (poster)**
— Responsible Management and Skill Transformation in AI-Mediated Workplaces

Up-Skill Final Conference, Brussels, Belgium
— From Future Skills to Emergent Skills: Response-ability in Responsible Management-as-Practice under Industry 5.0 [video]

AOM Annual Meeting, Philadelphia, USA

— *Stewarding Skills in Technological Change: Organising Responsibility as Situated Moral Practice* (with C. Ivory, M.L. Toraldo & C. Warhurst) **Nominated, Responsible Research Award, AOM OMT Division**

EGOS Colloquium (virtual)

— *From Future Skills to Skills Emergence: Response-ability in Responsible Management-as-Practice under Industry 5.0* (with C. Ivory, C. Land, M.L. Toraldo & C. Warhurst)

WOA, Rome, Italy

— *From Preserving to Spreading Local Repair Skills: Regenerative Resilience in an Italian Craft SME* (with A. Marcolin & M.L. Toraldo)

EASM Conference, Thessaloniki, Greece

— *Brand Dependence and Passion-Driven Self-Employment in the Health and Fitness Industry: Evidence from Zumba® Instructors* (with S. Addolorato)

— *Choreography Versus Competition: A Comparative Analysis of Marketing Strategies in Pre-Choreographed Group Fitness Programs and Competition-Based Functional Fitness Formats* (with S. Addolorato)

AEMARK International Marketing Congress, Málaga, Spain

— *When Fitness Meets Music: Symbiotic Value Co-Creation in the Zumba – Latin Music Ecosystem* (with S. Addolorato)

Ibero-American Congress of Sports Economics (CIED16), Osuna, Spain

— *Stratified Lifestyle Entrepreneurship in Group Fitness: Precarity, Passion, and Platform-Governed Positions* (with S. Addolorato)

— *"A Sport for Everybody"? A Discourse Analysis of HYROX Brand Communications* (with S. Addolorato)

Research Congress in Physical Activity and Sport Sciences (UAM–UPM), Madrid, Spain

— *Social Identity and Community Construction in Standardised Functional Training: A Comparative Digital Content Analysis of CrossFit® and HYROX* (with S. Addolorato)

2025 **EGOS Colloquium, Athens, Greece**

— *Globalising Local Repair Skills: An Italian SME Thinking Otherwise in Skills Transmission* (with A. Marcolin & M.L. Toraldo)

ICMS Conference, Manchester, UK

— *Crafting the Future: Reimagining Artisanal Work in the Age of Digital Technologies* (with M.L. Toraldo & E. Della Torre)

Advancing Industry 5.0 Conference, Leuven, Belgium

— *Balancing Tradition and Innovation Amidst Industry 5.0: The Evolving Skills and Work Practices in European Manufacturing Industry* (with A. Marcolin & M.L. Toraldo)

SISEC Conference, Pavia, Italy

— *Tradition Meets Innovation: How Aging Workers Navigate Technology in Italian Artisanal Businesses* (with A. Marcolin & M.L. Toraldo)

— *Retaining Foreign Human Capital: The Role of Territorial Factors in International Students' Career and Location Choices* (with R. Contiero, Z. Ramovic, A. Lazazzara, M.L. Toraldo & E.E. Della Torre)

2024 **EGOS Colloquium, Milan, Italy**

— *Between Professionalism and Amateurism: Pathways for Skills Acquisition in Accordion Repairing* (with A. Marcolin, M.L. Toraldo & C. Land)

Creative Industries Conference & AOM AMD PDW, Edinburgh, UK

— *Imaginaries Around Digital Technologies in Craft Work: Perspectives from Craft Organizations in Italy* (with M.L. Toraldo & E. Della Torre)

Symposium on the Economy and Organization of Craft, Gothenburg, Sweden

— *Technology and Craft: Examining the Involvement of Technological Tools in Artisanal Work* (with A. Marcolin, M.L. Toraldo & E. Della Torre)

2021 **ECSCW (virtual)**

— *(Re)Configuring Hybrid Meetings: Moving from User-Centered Design to Meeting-Centered Design* (with K. Akyüz, S. Rintel & C.N. Klokmose)

2019 **CollabTech, Kyoto, Japan**

— *Hybrid Meetings in the Modern Workplace: Stories of Success and Failure* (with R. Rädle, S. Rintel, K. O'Hara & C.N. Klokmose)

ECSCW Workshop, Salzburg, Austria

— *Researching Hybrid Meetings: Opportunities and Challenges*

2018 **CSCW Workshop, Jersey City, USA**

— *Observing Hybrid Meetings in the Workplace: Methodological Challenges and Strategies* (with C.N. Klokmose)

EASST Conference, Lancaster, UK

— *Conducting Fieldwork at the Crossroads: A Case Study of Hybrid Meetings in the Workplace*

2014 **4S Annual Meeting, Buenos Aires, Argentina**

— *Pathologizing the Unknown: A Cross-cultural Study of the Hair-pulling Disorder*

— *Trapped between Science and Religion: Theory of Evolution in Turkish Academia* (with K. Akyüz)

Global Conference on Sexuality, Oppression & Human Rights, Oxford, UK

— *The Banalization and Legitimization of Hetero-Patriarchal Violence on Page 3* (with E. Karakuş)

Grants and Awards

EASM Early Career Scholarship, European Association for Sport Management	2026
Responsible Research Award (Nominee), Academy of Management OMT Division	2026
Early Career Researcher Grant, University of Milan (Research visit to University of Warwick)	2025
David B. Martin Best Paper Award, ECSCW / JCSCW	2021
Aarhus University PhD School Travel Grant (Microsoft Research Cambridge)	2019
Microsoft Research PhD Scholarship (EMEA region)	2017 – 2020
Italian Ministry of Education Graduate Scholarship (University of Trento)	2015 – 2016
TÜBİTAK (Scientific and Technological Research Council of Turkey) Conference Travel Grant	2014
Erasmus Exchange Grant, European Commission	2014
TÜBİTAK Graduate Student Scholarship	2012 – 2014
U.S. Department of State Scholarship (Study of the US Institute, UT Austin)	2010
TÜBİTAK Undergraduate Student Scholarship	2007 – 2012

Training and Study Programs

Ethics, Technology + Public Policy for Practitioners, Stanford University	May – Jun 2026
MA in Diplomacy and International Relations, Diplomatic School of Spain (left to join Univ. of Milan)	2022 – 2023
Exchange Student, Keele University, UK (Erasmus Program)	Feb – Jun 2014
Study of the US Institute for Student Leaders, University of Texas at Austin, USA	Jun – Jul 2010
Exchange Student, Cairo, Egypt (AFS Intercultural Programs)	2007 – 2008

Professional Service and Mentoring

Memberships: EGOS, AOM (OMT, CMS), ASSIOA, EODF

Refereeing: CHI, CSCW, DIS, HRI, WOA, JCSCW, European Management Review, Journal of Organizational Ethnography, European Journal of Innovation Management

Mentoring: Informal co-supervision of two master's theses (AI in human resource management; AI's effects on leadership), University of Milan

Languages: Turkish (native), English (fluent), German (advanced), Spanish (advanced), Italian (intermediate)

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